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Summary report of questionnaire survey of functions and qualifications of academic deans as reported by the president, academic dean, and 3 representative faculty members from each of 100 colleges. Questionnaire results are tabulated, and suggested improvements in the functions and qualifications of the academic dean are enumerated.

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"The Functions and Qualifications of the Academic Dean in Presbyterian Church-Related Colleges," Claude D. Eicher,

The need for the present study of the functions and qualifications of the academic dean of the Presbyterian Church-related colleges is apparent from a review of the literature in the field of educational administration. A review of the literature reveals the following: the lack of definitive studies relative to the functions and qualifications of administrative officers as a whole; the lack of recent definitive studies of the denominational liberal arts colleges; the absence of comprehensive studies of the functions and qualifications of the academic dean.

The questionnaire technique was selected for this study following a careful review of the available sources in the area of questionnaire construction. The present study does not begin and end with this method but uses it, where it deems it appropriate, that is, in determining the current functions and qualifications of the academic dean. Other sources are used in ascertaining the causes of the present conditions, and still other techniques are used in evaluating the findings and suggesting improvements.

After careful study the writer selected the 'YES-NO' answer and the concise one-line question in order to make the questionnaire as attractive as possible to the persons answering the questionnaire while at the same time allowing for the greatest precision of tabulation of results.

In the present study three short questionnaires, in place of one long questionnaire, were constructed as follows: Questionnaire I, consisted of thirty questions, concerning the functions of academic dean, followed by a double column

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for checking yes or no to the right of the page. The president, the academic dean, and three representative faculty members from each college, were asked to answer each question without conferring with the other members of the college. Questionnaire I, as also II and III were limited to one page.

Questionnaire II, to be answered by the president and the academic dean only, was constructed much like the first questionnaire. However, there was no duplication of questions in any of the three questionnaires. Questionnaire II, consisting of thirty-five questions, was divided into two parts. The first part consisted of eighteen questions relative to the functions of the academic dean that it was not thought appropriate to include in Questionnaire I, since the faculty members would not be in a position to answer them. The second part of Questionnaire II related to qualifications of the academic dean consisted of seventeen questions.

Questionnaire III, of the same general format as the first two questionnaires, though much shorter, consisted of fifteen questions. This questionnaire was also divided into two sections, the first section, on functions, consisted of five general questions relative to the degree to which the respondents thought that the academic dean used democratic procedure. The remaining ten questions related to qualifications of the academic dean. Since some of the questions in Questionnaire III were personal, the dean was not asked to answer Questionnaire III, the questionnaire being answered by the president of each college and three representative faculty members. As in Questionnaires I and II, the third questionnaire was answered by checking yes or no.

Eleven questionnaires, in one packet, were sent to each of the forty-one accredited Presbyterian Church-related colleges. The reason for sending the questionnaires not only to the deans but to the presidents and three representative faculty members was to make the results more objective, more valid, and more reliable.

Table I consists of a listing of the questions as they appeared in Questionnaire I, followed by the percentage of yes and no answers from all the colleges participating, first for the deans, then for the colleges as a whole; that is, deans, presidents and representative faculty members.

TABLE I

RESULTS OF QUESTIONNAIRE I

Functions of the academic dean	Deans		Colleges	
	Yes	No	Yes	No
With ref. to edu. activities does dean:				
1. initiate & actively guide curr. revision	92	08	83	17
2. supervise quality of college instruction	88	12	76	24
3. supervise scheduling of classes	80	20	75	25
4. supervise entrance tests	32	68	38	62
5. sup. recommendations for scholarships	40	60	40	60
6. process all petitions of students	72	28	66	34
7. submit lists of students for graduation	41	59	47	53
8. supervise all student personnel work	32	68	25	75
9. supervise edu. & administrative research	60	40	59	41
10. edit col. catalog on academic matters	80	20	81	19
With reference to faculty does dean:				
11. execute policies adopted by faculty	100	00	96	04
12. study & attempt to adjust fac. salary	60	40	57	43
13. represent fac. in relations with public	88	12	72	28
14. supervise all faculty committees	64	36	54	46
15. encourage advanced study by faculty	100	00	88	12
16. direct attention to latest edu. thought	96	04	85	15
17. promote faculty-student relations	100	00	88	12
18. promote fac. social & recreational life	60	40	49	51
19. obtain position thru election by faculty	04	96	02	98
With reference to students does dean:				
20. supervise changes in program of courses	60	40	74	26
21. sup. enforcement of atten. regulations	68	32	71	29
22. supervise transfer students	52	48	58	42
23. supervise all student discipline in college	52	48	58	42
With reference to administration does dean:				
24. preside at all faculty meetings	20	80	28	72
25. prepare agenda for faculty meetings	71	29	71	29
26. supervise preparation of edu. budget	42	58	38	62
27. serve as member of admin. council	92	08	94	06
28. report to president on work of college	75	25	83	17
29. obtain position thru appointment by pres.	84	16	87	13
30. set the religious tone of the college	13	87	23	77

TABLE I

Supplement 3

Functions of the academic dean	Deans		Colleges	
	Yes	No	Yes	No
Marked prevalence of functions listed:				
1. execute policies adopted by faculty	100	00	96	04
2. encourage advanced study by faculty	100	00	90	10
3. promote faculty-student relations	100	00	88	12
4. direct attention to latest edu. thought	96	04	85	15
5. initiate & actively guide curr. revis.	92	08	83	17
6. serve as member of admin. council	92	08	94	06
7. supervise quality of col. instruction	88	12	76	24
8. represent fac. in its rel. with public	88	12	72	28
9. obtain position thru appointment-pres.	84	16	87	13
10. supervise scheduling of classes	80	20	75	25
11. edit col. catalog on academic matters	80	20	81	19
12. report to president on work of col.	75	25	83	17
13. process all petitions of students	72	28	66	34
14. prepare agenda for faculty meetings	71	29	71	29
15. sup. enforcement of attend. regulations	68	32	71	29
16. supervise all faculty committees	64	36	54	46
No marked prevalence or lack of functions:				
17. sup. edu. & administrative research	60	40	59	41
18. study and attempt to adjust fac. salaries	60	40	57	43
19. promote fac. social & recreational life	60	40	49	51
20. sup. changes in program of courses-stud.	60	40	74	26
21. supervise transfer students	52	48	58	42
22. sup. all student discipline in college	52	48	50	50
23. sup. preparation of educational budget	42	58	38	62
24. submit lists of students for grad.	41	59	47	53
Marked lack of functions listed:				
25. sup. recommendations for scholarships	40	60	40	60
26. supervise entrance tests	32	68	38	62
27. sup. all student personnel work	32	68	25	75
28. preside at all faculty meetings	20	80	28	72
29. set the religious tone of the college	13	87	23	77
30. obtain position thru election by fac.	04	96	02	98

TABLE II

RESULTS OF QUESTIONNAIRE II

Functions and qualifications of academic dean	Deans Yes	Deans No	Colleges* Yes	Colleges* No
Functions of the academic dean:				
With ref. to edu. activities does dean:				
1. preserve records of conduct & attend.	65	35	60	40
2. interview students on all aca. matters	59	41	66	34
3. give vocational guidance to students	48	52	44	56
4. supervise placement of students	22	78	19	81
5. sup. & administer loan funds to students	13	87	09	91
6. correspond with parents re. student welf.	87	13	88	12
7. sup. est. of student organizations	36	64	41	59
With ref. to administration does dean:				
8. sup. clerical staff of the college	04	96	04	96
9. supervise registration	74	26	70	30
10. supervise admissions	52	48	49	51
11. recommend persons to pres. for appointmt	83	17	87	13
12. recommend fac. members for promotion	83	17	87	13
13. recommend fac. mem. for salary increases	78	22	83	17
14. perform any functions independent of pres	36	64	53	47
15. hold additional administrative titles	32	68	30	70
16. participate in formulation of col. policy	100	00	100	00
17. participate in laying future plans-col.	96	04	98	02
18. plan college assembly & chapel programs	30	70	26	74
Qualifications of the academic dean:				
With ref. to academic training does dean:				
19. have a B.A. or B.S. degree	100	00	100	00
20. have a B.D. degree	18	82	17	83
21. have an M.A. or M.S. degree	95	05	98	02
22. have an Ed.D. degree	14	86	16	84
23. have a Ph.D. degree	70	30	71	29
24. have a D.D. or other honorary degree	00	100	02	98
25. have an academic major in administration	30	70	28	72
26. have academic courses relative to deansp	35	65	22	78
27. have academic training in higher edu.	57	43	59	41
With ref. to general background does dean:				
28. attend administrative workshops	78	22	83	17
29. have experience in administration	86	14	83	17
30. have tenure exceeding five years	81	19	80	20
31. attend professional meetings of adminis.	100	00	100	00
32. write articles in field of administrat.	22	78	22	78
33. have Presbyterian religious background	70	30	73	27
34. have salary above highest fac. salary	89	11	88	12
35. have caucasian background	96	04	96	04

* Combined answers of deans and presidents

TABLE II

Supplement 2

Functions and qualifications of academic dean	Deans		Colleges	
	Yes	No	Yes	No
Functions of academic dean:				
Marked prevalence of functions listed:				
1. participate in formulation of col. policy	100	00	100	00
2. participate in laying future plans	96	04	98	02
3. correspond with parents re. student welf.	87	13	88	12
4. recommend persons to pres. for appointmt	83	17	87	13
5. recommend fac. members for promotion	83	17	87	13
6. recommend fac. members for salary increase	78	22	83	17
7. supervise registration	74	26	70	30
8. preserve records of conduct & attendance	65	35	60	40
No marked prevalence or lack of functions:				
9. interview students on all aca. matters	59	41	66	34
10. supervise admissions	52	48	49	51
11. give vocational guidance to students	48	52	44	56
Marked lack of functions listed:				
12. perform any functions independent of pres.	36	64	53	47
13. sup. est. of student organizations	36	64	41	59
14. hold additional administrative titles	32	68	30	70
15. plan assembly and chapel programs	30	70	26	74
16. supervise placement of students	22	78	19	81
17. sup. & administer loan funds to students	13	87	09	91
18. supervise clerical staff of college	04	96	04	96
Qualifications of academic dean:				
Marked prevalence of qualifications listed:				
1. have a B.A. or B.S. degree	100	00	100	00
2. attend professional meetings of admin.	100	00	100	00
3. have caucasian background	96	04	96	04
4. have M.A. or M.S. degree	95	05	98	02
5. have salary exceeding highest fac. salary	89	11	88	12
6. have bkgd of experience in administration	86	14	83	17
7. have tenure exceeding five years	81	19	80	20
8. attend administrative workshops	78	22	83	17
9. have Presbyterian religious background	70	30	73	27
10. have a Ph.D. degree	70	30	71	29
No marked prevalence of qualifications listed:				
11. have academic training in higher education	57	43	59	41
Marked lack of qualifications listed:				
12. have aca. courses relative to deanship	35	65	22	78
13. have academic major in administration	30	70	28	72
14. write articles in field of administration	22	78	22	78
15. have a B.D. degree	18	82	17	83
16. have an Ed.D. degree	14	86	16	84
17. have a D.D. or other honorary degree	00	100	02	98

TABLE III

RESULTS OF QUESTIONNAIRE III

Functions and qualifications of academic dean	Presidents		Colleges*	
	Yes	No	Yes	No
Functions of academic dean:				
With ref. to democratic procedure does dean:				
1. encourage use of free intelligence	100	00	99	01
2. encourage participation by parties conc.	100	00	97	03
3. enc. use of ind. differences of background	100	00	96	04
4. encourage use of free cooperation	100	00	96	04
5. act as guide in academic affairs of col.	100	00	92	08
Qualifications of academic dean:				
With ref. to general qualifications is dean:				
6. a capable and astute parlimentarian	87	13	80	20
7. able to instill confidence in staff	96	04	88	12
8. close working relationship with president	100	00	98	02
9. a shrewd judge of people	82	18	82	18
10. careful in statements at all times	100	00	86	14
11. a person of unquestioned integrity	100	00	97	03
12. an effective administrator	88	12	86	14
13. an eminent scholar known nationally	16	84	20	80
14. able to harmonize personalities of faculty	84	16	77	23
15. male	88	12	88	12

* The deans were not asked to answer the third questionnaire so the first double column presents the answers of the presidents. The columns under "Colleges" indicate the responses of the presidents and representative faculty members from the various colleges.

Table III, supplement 2, presents the questionnaire statements with responses in decreasing percentage and prevalence.

TABLE III

Supplement 2

Functions and qualifications of academic dean	Presidents Yes	Presidents No	Colleges Yes	Colleges No
Functions of academic dean:				
Marked prevalence of functions listed:				
1. encourage use of free intelligence	100	00	99	01
2. encourage participation by parties concerned	100	00	97	03
3. enc. use of ind. differences of background	100	00	96	04
4. encourage use of free cooperation	100	00	96	04
5. act as guide in academic affairs of college	100	00	92	08
Qualifications of academic dean:				
Marked prevalence of qualifications listed:				
1. in close working relationship with president	100	00	98	02
2. a person of unquestioned integrity	100	00	97	03
3. careful in statements at all times	100	00	86	14
4. able to instill confidence in teaching staff	96	04	88	12
5. an effective administrator	88	12	86	14
6. male	88	12	88	12
7. a capable and astute parliamentarian	87	13	80	20
8. able to harmonize personalities of faculty	84	16	77	23
9. a shrewd judge of people	82	18	82	18
Marked lack of qualifications listed:				
10. an eminent scholar known nationally	16	84	20	80

(The present study is written up in a 180 page report including extensive evaluation of findings and a comparison with the Methodist and Baptist church-related colleges.)

TABLE IV

MASTER TABLE COMBINING THE RESULTS OF TABLES I, II, AND III SHOWING DECREASING PERCENTAGE OF PREVALENCE OF THE FUNCTIONS AND QUALIFICATIONS OF THE ACADEMIC DEAN AS INDICATED IN THE EIGHTY-SIX PER CENT OF THE PRESBYTERIAN CHURCH-RELATED COLLEGES PARTICIPATING IN THE PRESENT STUDY

Functions and qualifications of academic dean.	Dean	Pres	Fac	Col
A. Functions:				
I. Marked prevalence of functions listed:				
1. execute policies adopted by faculty	100	96	95	96
2. encourage advanced study by faculty	100	100	82	90
3. promote faculty-student relations	100	95	79	88
4. participate in formulating col. policy	100	100	100	100
5. encourage use of free intelligence		100	100	100
6. encourage participation by all concerned		100	96	98
7. encourage use of ind. dif. of background		100	95	97
8. encourage use of free cooperation		100	95	97
9. act as guide in aca. affairs of college		100	89	92
10. direct attention to latest edu. thought	96	100	74	85
11. participate in laying fut. plans for col.	96	100		98
12. initiate & actively guide curr. revision	92	92	76	83
13. serve as member of administrative counc.	92	92	95	94
14. supervise quality of col. instruction	88	88	67	76
15. represent fac. in relations with public	88	78	62	72
16. correspond with parents re students	87	88		88
17. obtain position through appointment	84	96	84	87
18. recommend persons to pres. for apptmt.	83	90		87
19. recommend fac. members for promotion	83	90		87
20. supervise scheduling of classes	80	87	69	75
21. edit col. catalog on all aca. matters	80	83	81	81
22. recommend fac. for salary increases	78	87		83
23. report to president on work of college	75	83	88	83
24. supervise registration	74	67		70
25. process all petitions by students	72	56	68	66
26. prepare agenda for faculty meetings	71	79	70	71
27. sup. enforcement of attendance regulat.	68	79	70	71
28. preserve records of conduct & attend.	65	54		60
29. supervise all faculty committees	64	64	47	54
II. No marked prevalence or lack of functions:				
30. supervise edu. & administrative research	60	64	58	59
31. study & attempt to adjust fac. salaries	60	52	58	59
32. promote fac. social & recreational life	60	67	39	49
33. sup. changes in program of courses for st.	60	83	75	74

TABLE IV
(continued)

		Deans	Pres	Fac	Col
34.	interview students on all aca. matters	59	72		66
35.	supervise transfer students	52	68	57	58
36.	sup. all student discipline in college	52	50	49	50
37.	supervise admissions	52	46		59
38.	give vocational guidance to students	48	40		44
39.	supervise preparation of edu. budget	42	37	36	38
40.	submit lists of students for graduation	41	71	40	47
III.	Marked lack of prevalence of functions:				
41.	sup. recommendations for scholarships	40	25	45	40
42.	perform any functions independ. of pres.	36	70		53
43.	sup. establishment of student organiz.	36	46		41
44.	supervise entrance tests	32	46	37	38
45.	supervise all student personnel work	32	25	24	25
46.	hold additional administrative titles	32	28		30
47.	plan college assembly & chapel programs	30	21		26
48.	supervise placement of students	22	17		19
49.	preside at all faculty meetings	20	20	33	28
50.	set religious tone of college	13	42	24	23
51.	sup. & administer loan funds to students	13	04		09
52.	supervise clerical staff of college	04	04		04
53.	obtain position thru election by faculty	04	00	02	02
B.	Qualifications:				
I.	Marked prevalence of qualifications listed:				
1.	have a B.A. or B.S. degree	100	100		100
2.	attend professional meetings of adminis.	100	100		100
3.	in close working relationship with pres.		100	97	98
4.	person of unquestioned integrity		100	97	98
5.	careful in statements at all times		100	81	96
6.	have caucasian background	96	96		96
7.	able to instill confidence in faculty		96	85	88
8.	have M.A. or M.S. degree	95	100		98
9.	have salary exceeding highest fac. salary	89	88		88
10.	an effective administrator		88	85	86
11.	male		88	88	88
12.	capable and astute parliamentarian		87	79	80
13.	have background of experience in adminis.	86	80		83
14.	able to harmonize personalities of fac.		84	75	77
15.	a shrewd judge of people		82	82	82
16.	have tenure exceeding five years	81	79		80
17.	attend administrative workshops	78	87		83
18.	have Presbyterian religious background	70	76		73
19.	have a Ph.D. degree	70	72		71
II.	No marked prevalence or lack of qualifications:				
20.	have academic training in higher edu.	57	61		59

SUGGESTED IMPROVEMENTS IN THE FUNCTIONS OF THE ACADEMIC DEAN

1. The dean of the college should function as key person to bring about a more democratic relationship between administration and faculty.

2. The dean of the college should speed the process of shifting more and more of the traditionally technical duties of the deanship to special personnel trained for this particular phase of work.

3. The dean of the college should function as a statesman in human relations, developing and molding the personalities of students and faculty.

4. The dean of the college should assume the responsibility of informing the faculty of its meaningful place in the democratic structure and operation of the college.

5. The dean of the college should play a larger part in initiating and guiding educational and administrative research.

6. The dean of the college should participate to a greater degree in the preparation of the educational budget.

7. The dean of the college should be selected in such a manner that the faculty participate in the selection.

SUGGESTED IMPROVEMENTS IN THE QUALIFICATIONS OF THE ACADEMIC DEAN

1. The dean of the college, as academic dean, should have a Ph. D. degree or its equivalent.

2. The dean of the college, because of his need for a broader background of understanding in education than the average faculty member, should have advanced academic training in the field of higher education.

3. The dean of the college, as administrator, should have in his academic background courses relative to the deanship.

4. The dean of the college should have an academic major in administration, as well as advanced training in a content field.

5. The dean of the college should contribute to the improvement of his office by writing definitive articles in the field of administration.

6. The dean of the college should contribute to a higher degree in the academic achievements of the college.

* The improvements suggested above are based on questionnaires forwarded to the Presbyterian church-related colleges in the light of relative studies and comments in the field of administration in Higher Education.

DEPARTMENT OF
HEALTH, EDUCATION, AND WELFARE
OFFICE OF EDUCATION
WASHINGTON 25, D. C.

July 12, 1960

Mr. Charles Sloca
Parsons College
Fairfield, Iowa

Dear Mr. Sloca:

Our attention has been called to the study(ies) identified below.

We would like copies of these studies so that we may list them in REPORTER: Clearinghouse of Studies on Higher Education. We would also appreciate receiving copies of any other studies on higher education made by your institution. If there is a charge for any of these papers, please notify us before sending them.

Sincerely yours,

Ann Bennet

Mrs. Ann Bennet
Research Assistant
Division of Higher Education

Survey of the Functions and Qualifications of the Academic Deans of the Presbyterian Church - related Colleges in the U. S. 175pp.
Dr. Claude D. Dicks.

I am now Dean of the College, Yankton College, Yankton, South Dakota. The 175+ report to which you refer is in manuscript form. I am at present seeking a publisher to publish the total report.

Claude D. Dicks